



Lean Project Team Charter

Project Name:		Improve Coordination of Publications	Dates: Times: Location:	<i>See Agenda</i>
Training and Brainstorming Session:		<i>See Agenda</i>	Dates: Times: Location	<i>See Agenda</i>
Daily Update Meetings:		<i>See Agenda</i>	Final Presentation:	<i>See Agenda</i>
Team Sponsor:		Amey/Susan/Graham	Champion:	Dennis Schain
Key Team Members:		Team Leader(s): Kim Czapla Team Members: Kathy Herz, editor, CT Wildlife; Judy Prill, editor, P2 Views; Tom Ouellette, editor, Sound Outlook; Diane Ifkovic, editor, The Torrent floodplain magazine; Naomi Davidson, webmaster; Brian Golembiewski, Planning & Program Development; Kevin Barrett, Water Permitting & Enforcement.		
1	Opportunity for Improvement Statement:	Several programs regularly produce publications - without coordination of content, production or distribution.		
2	Project Scope:	Identify opportunities for efficiencies and more effective promotion of key agency "messages" through a coordinated publications strategy. Agency publications include: CT Wildlife, Managing Environmental Compliance in CT, P2 View, Sound Outlook, The Torrent. We could also consider as part of the scope the Angler's, Boater's and Hunting Guides.		
3	Goals (Metrics):	Establish coordinated publishing system that allows for: joint planning by "editors;" sharing of content across publications; greater efficiencies in the production and distribution processes. -- Create formal meeting/conference call schedule for publication editors -- Create process to solicit and develop publication content that speaks to "overarching" agency themes and messages -- Review production and distribution processes for each publication and determine if there are efficiencies to be captured		
4	Tools/Deliverables:	Tools/Deliverables Assigned Use: M = Mandatory, R = Recommended NR = Not Required		
1	5S Audit Form Office Area / Department Form			
2	5-S Evaluation Form			
3.	5-Why Analysis			
4	6S Survey			
5	CEDAC – Cause and Effect Diagram			
6	Key Performance Indicators (KPIs)	M		
7	Lean Skills Matrix			
8	Pareto Chart			

9	Project Implementation Plan Template	M
10	Project PowerPoint Presentation Template	M
11	Spaghetti Diagram	M
12	Standard Worksheet	
13	Swim Lane Diagram	
14	Team Targets Progress Report	
15	Time Observation Sheet	
16	Value Stream Mapping	M
17	Visual References and Controls	M

DEP HR 12/1/2008 – Modified from Leanovations, LLC Version

See reverse for definitions of Tools and Deliverables.

Lean Tools/Deliverables Definitions

1. 5S Audit Form Office Area/Department Form. It is a check sheet that shall be done on a regular basis to ensure that the work everyone has done in implementing the 5S program is maintained over time. 5-S is a process and method for creating and maintaining an organized, clean and high performance workplace. The 5S's are Sort (disposal), Straighten (set in order), Shine (cleanliness), Schedule (standardize), and Sustain (disciplined culture).
2. 5-S Evaluation Form. A form that is used to evaluate the 5-S program in the workplace.
3. 5-Why Analysis. This analysis consists of challenging the conventional status by asking WHY five times to determine the root cause of a problem.
4. 6S Survey. Method of evaluating the implementation of the 6S and will help to increase productivity, reduce defects, make accidents less likely, and reduce costs. The 6S consists of six pillars which are sort (get rid of it); set in order (organize); shine (clean and solve); safety (respect workplace and employee); standardize (make consistent); and, sustain (keep it up).
5. CEDAC - Cause and Effect Diagram. The CEDAC diagram, or "fishbone" diagram, is a tool for determining all the possible causes for a specific effect. It is a problem-solving tool and may point to potential remedies or areas for further evaluation.
6. Key Performance Indicators (KPIs). They are financial and non-financial metrics used to help an organization define and measure progress toward organizational goals, especially toward difficult to quantify knowledge-based processes. Typical metrics include those related to productivity, quality, safety, customer service, inventory, and lead time.
7. Lean Skills Matrix. It is very useful visual management tool that shows at a glance who in an organization has training and experience in various skills.
8. Pareto Chart. It is a graphic display of data shown in order from highest to lowest (frequency, cost, etc.). This chart helps to determine which problem to attack first.
9. Project Implementation Plan Template. The DEP has developed this template for use by Kaizen teams.
10. Project PowerPoint Presentation Template. The DEP has developed this template for use by Kaizen teams.
11. Spaghetti Diagram. A flow charting method that uses a continuous line to trace the path of a part/document through all phases of administrative process and exposes inefficient layouts and large distances traveled between steps.
12. Standard Worksheet. This document is used to ensure adherence to Standard Work in the cell, train operators, display the best known operator/machine combination, and illustrate the sequence of steps for an operator.
13. Swim Lane Diagram. It is used in process flow diagrams that depict what or whom is working on a particular subset of a process. Swim lanes are arranged either horizontally or vertically and are used for grouping the sub-processes according to the responsibilities of those swim lanes. This diagram can clarify not only the steps and who is responsible for each one, but how delays and/or mistakes are most likely to occur in the administrative process.
14. Team Targets Progress Report. Report that documents the progress and results of a team and compares pre-kaizen data to post-kaizen data.
15. Time Observation Sheet. This sheet is used to observe how the work is done, establish/document the lowest repeatable cycle time for a given activity, and identify/document the non-value added activities in a work sequence.
16. Value Stream Mapping. All the activities and steps, both value added and non-value added, required to complete a product or service from beginning to end.
17. Visual References and Controls. Simple signals that provide an immediate understanding of a situation or condition (e.g., labels, signs, floor markings, performance measurements, color coding) and allow individuals to be informed and engaged, providing an ability to analyze the situation and make quick decisions.